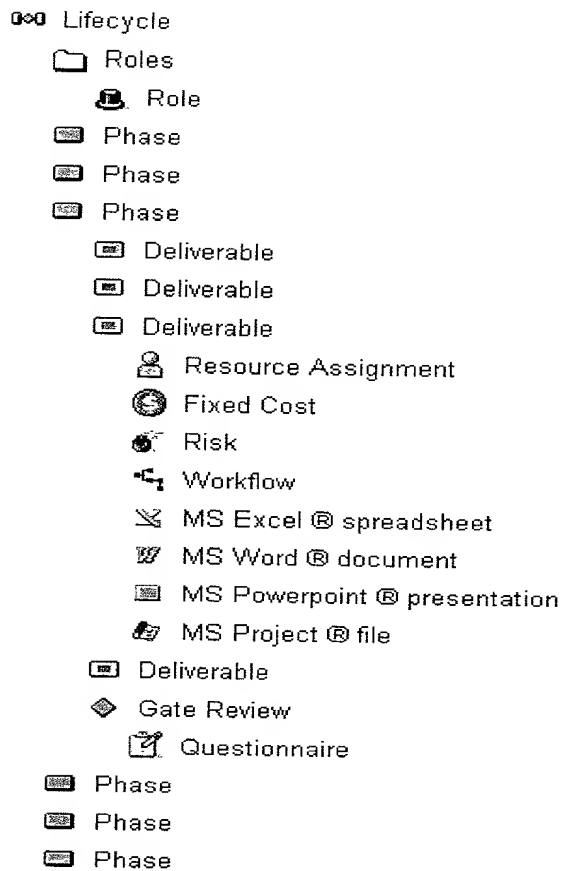
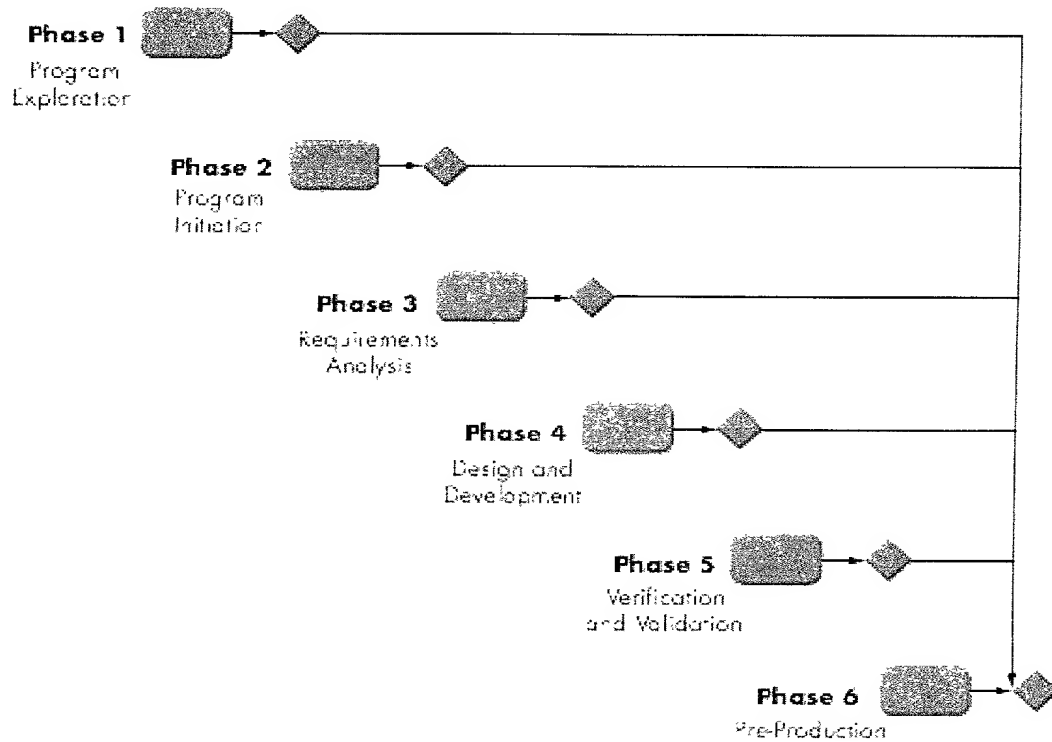


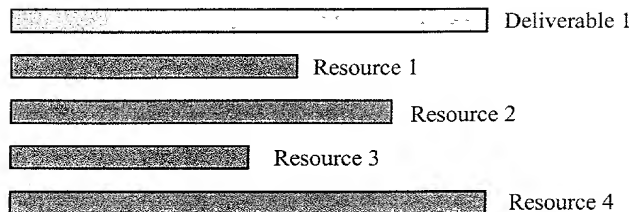
**FIGURE 1. - EXAMPLE OBJECTS**



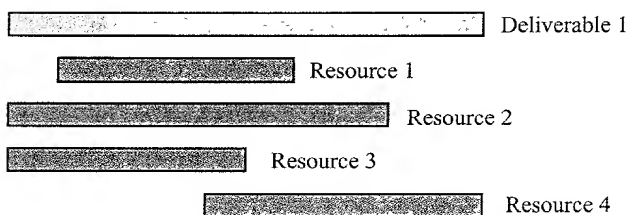
**FIGURE 2. EXAMPLE LIFECYCLEBUILDING BLOCKS**



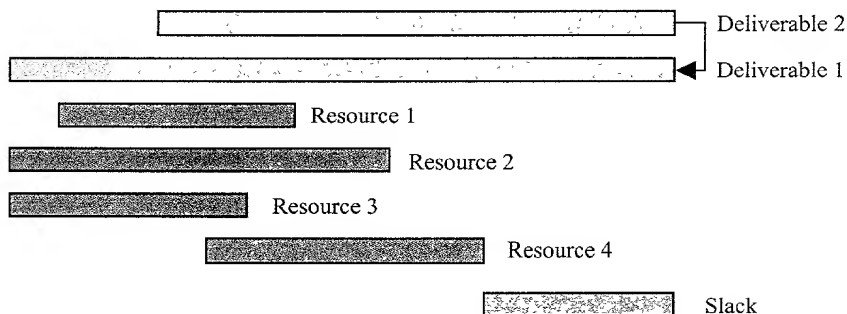
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**Example 1:** Deliverable 1 has no relationships with other Deliverables (either in the same Phase or other Phases of the Lifecycle). All Resources start as soon as the Deliverable is started. The duration of Deliverable 1 is set by the Deliverable Resource with the longest duration.



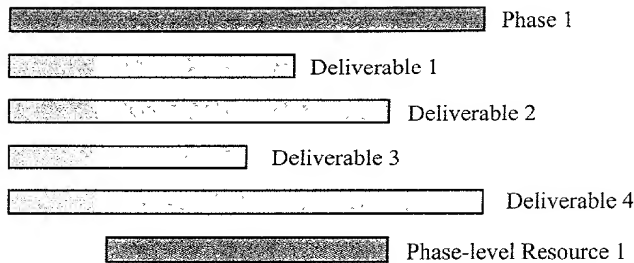
**Example 2:** Deliverable 1 has no relationships with other Deliverables (either in the same Phase or other Phases of the Lifecycle). Some Resources have start dates different to the Deliverable start date. The duration of Deliverable 1 is set by the Resource with the latest Finish Date.



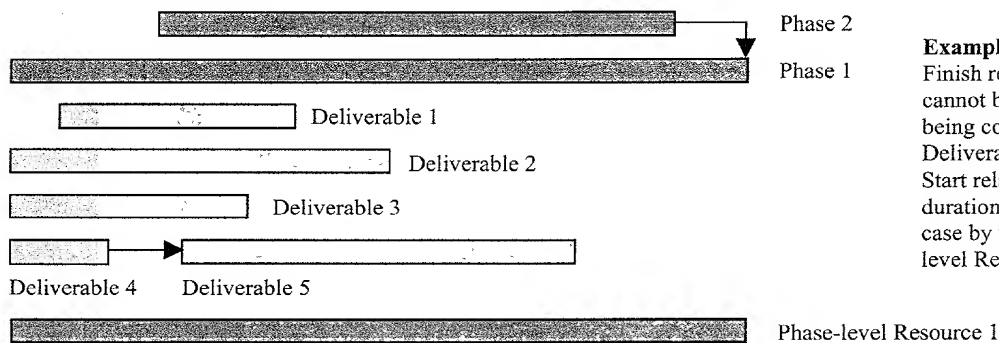
**Example 3:** Deliverable 1 has a Finish-to-Finish relationship with Deliverable 2 (i.e. it cannot be completed without Deliverable 2 being completed), causing slack in the schedule.

**FIGURE 4A. SCHEDULING EXAMPLES**

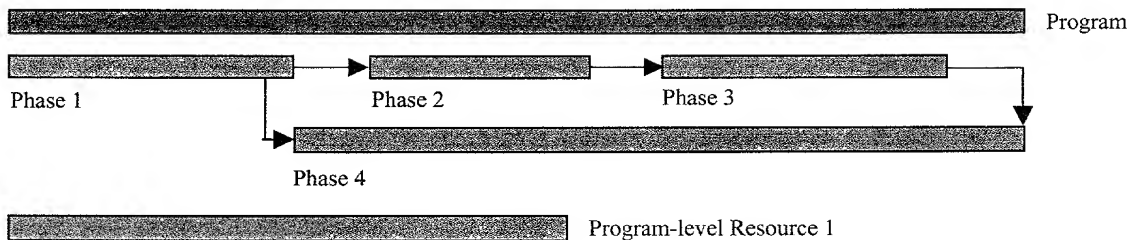
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**Example 4:** Phase 1 has no relationships with other Phases in the Lifecycle. Similarly none its Deliverables have relationships (all Deliverables can therefore start as soon as the Phase is started). The duration of Phase 1 is set by the Deliverable with the longest duration.



**Example 5:** Phase 1 has a Finish-to-Finish relationship with Phase 2 (i.e. it cannot be completed without Phase 2 being completed). Additionally Deliverables 4 and 5 have a Finish-to-Start relationship. However Phase 1's duration is ultimately dictated in this case by the duration of the only Phase-level Resource.

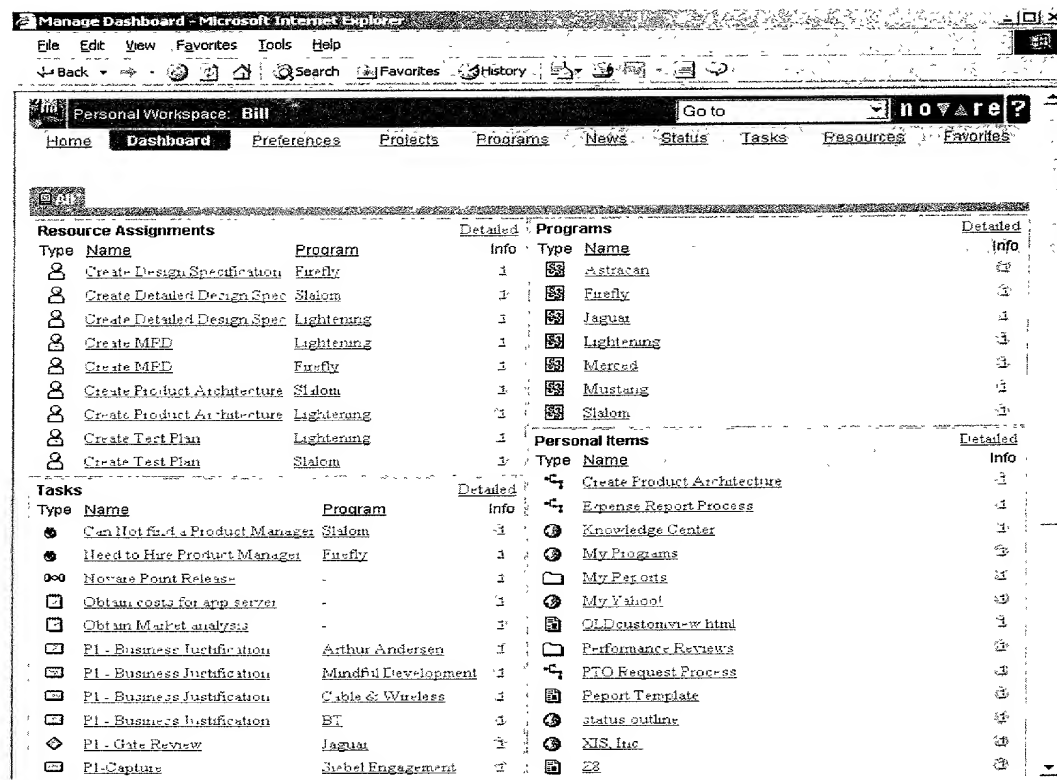


**Example 6:** Phase 4 has a Finish-to-Finish relationship with Phase 1 (i.e. it cannot be started until Phase 1 is complete. Phase 4 also has a Finish-to-Finish relationship with Phase 3 (i.e. it cannot be completed until Phase 3 is complete). Phases 1, 2, and 3 occur in sequence due to Finish-to-Start relationships. The Program duration in this example corresponds to the finish date of Phase 4.

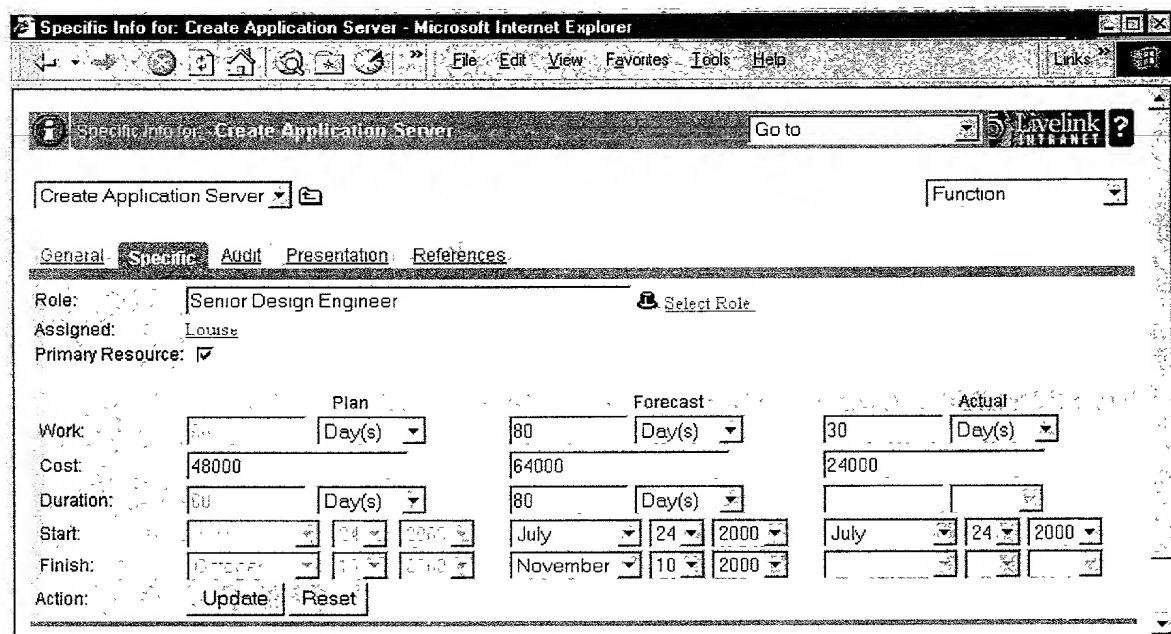
**FIGURE 4B. SCHEDULING EXAMPLES**

**FIGURE 5. PROGRAM WORKSPACE SHOWING A LIFECYCLE**

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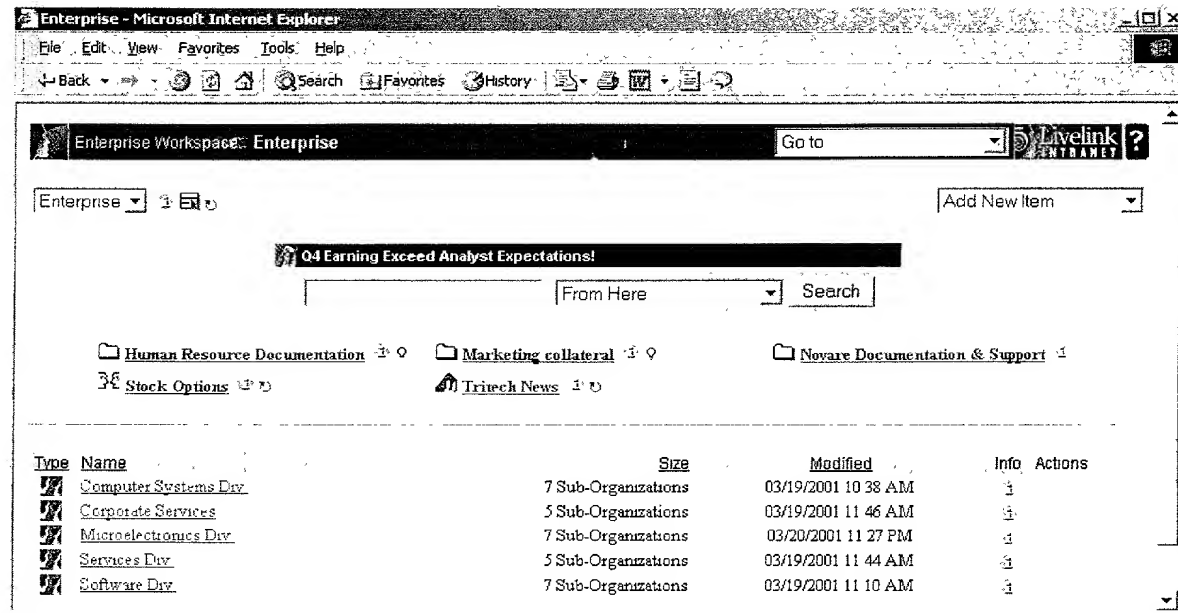
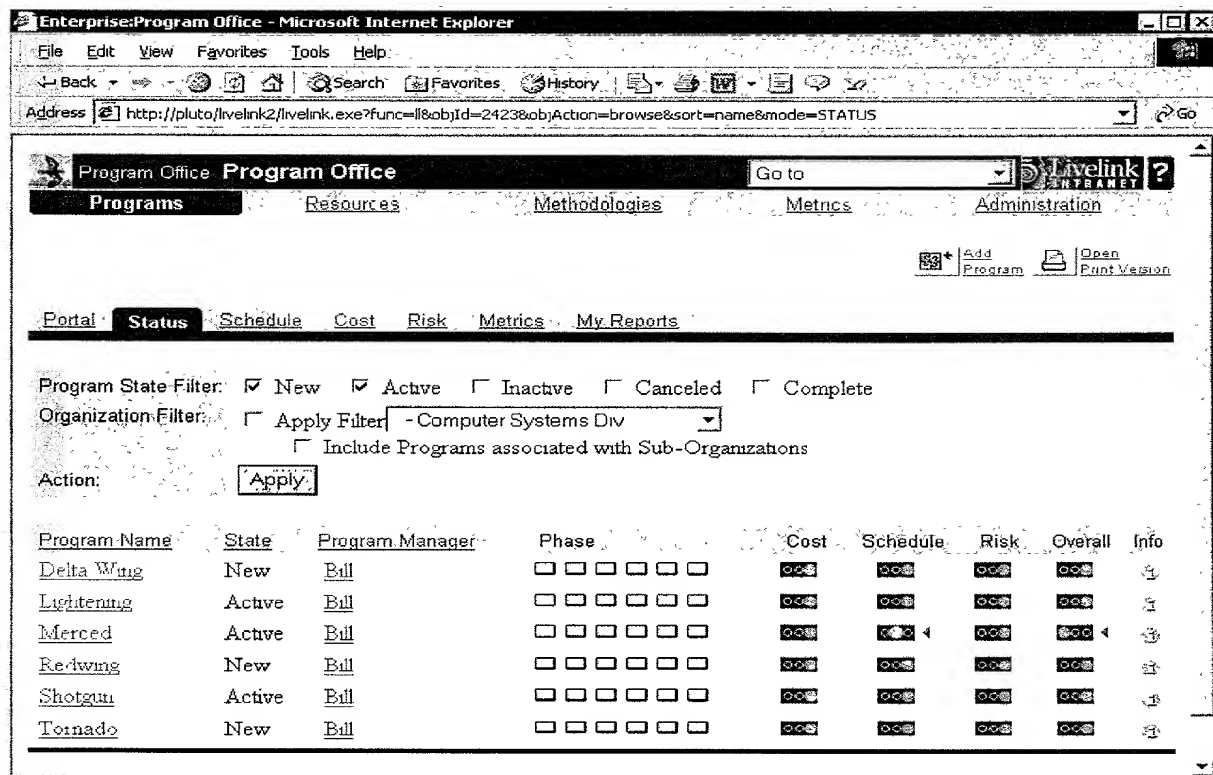


**FIGURE 6. PERSONAL WORKSPACE DASHBOARD**



**FIGURE 7. RESOURCE ASSIGNMENT**

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**FIGURE 8. ENTERPRISE WORKSPACE****FIGURE 9. PROGRAM OFFICE**

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**1 - General Program Information:**

Program Name: Merlot

Program Manager: Parker Bill

Program Sponsor: Parker Bill

Organization: Engineering Dept

Description:

Mission:

**2 - Program Classification:**

Name	Value	Select
Type	Computer Systems	
Division	Fulfillment, Logistics & Distribution	
Market Segment	Workgroup Server	
Product Line	Evolutionary	
Product Type	Not Applicable	
Program Type	Breakthrough	
Technology Platform	Evolutionary	
	Maintenance	

**FIGURE 10. CREATING A NEW PROGRAM**

**3 - Lifecycle Selection:**

Type	Name	Description	Select
000	Classic Waterfall	The Classic Waterfall Lifecycle is the most common product lifecycle, serving as the basis for many other lifecycle models. In the Classic Waterfall lifecycle, the program progresses through an orderly sequence of phases and is largely documentation-driven.	
000	Sashimi	The Sashimi Lifecycle is a variation on the Classic Waterfall allowing for phases to overlap. Rather than complete each phase prior to starting the next (the approach of the Classic Waterfall Lifecycle), the Sashimi Lifecycle allows any phase to be started at any point in the program lifecycle.	

Action:

Document: Done

**FIGURE 11. SELECTING THE PROGRAM LIFECYCLE**



Search Users by Skill/Availability - Microsoft Internet Explorer

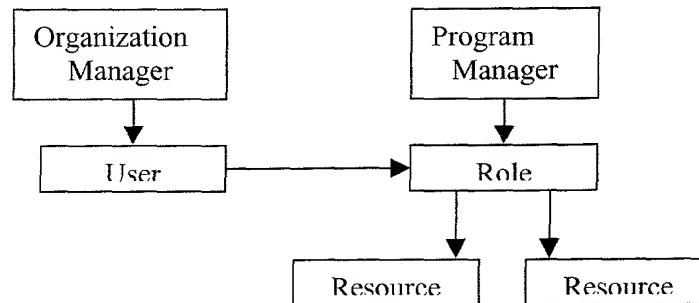
File Edit View Favorites Tools Help

Back Forward Stop Search Favorites History

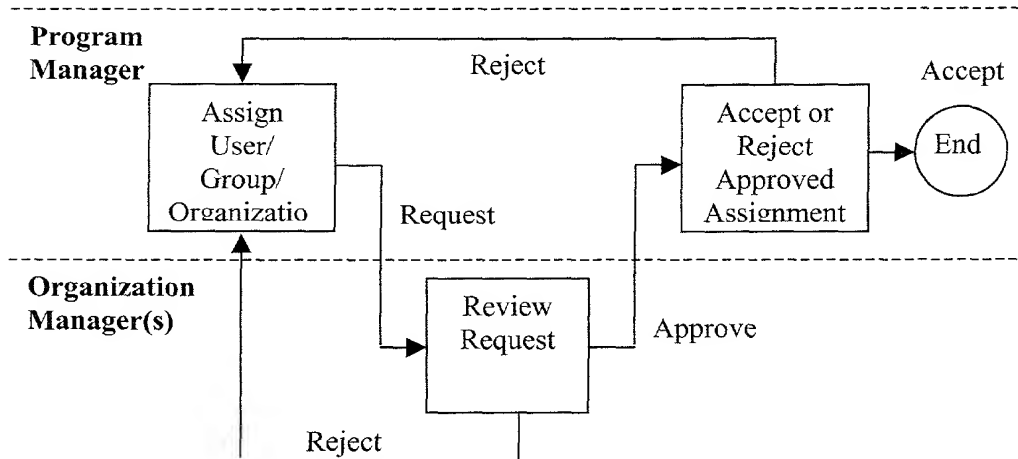
Search Users by Skill/Availability **Livelink** ?

Type	Name	Organization	Manager	Primary	Competency	% Utilization		% Satisfied	Action
						High	Low		
<input type="checkbox"/>	<a href="#">Dench, Judy</a>	Computer Systems Div.	<a href="#">Parker, Bill</a>		4 -	0%	0%	0%	<a href="#">Analyze</a> <a href="#">Select</a>
<input type="checkbox"/>	<a href="#">Dorf, Ira</a>	Computer Systems Div.	<a href="#">Parker, Bill</a>		3 - Proficient	0%	0%	0%	<a href="#">Analyze</a> <a href="#">Select</a>
<input type="checkbox"/>	<a href="#">Ender, Brian</a>	Computer Systems Div.	<a href="#">Parker, Bill</a>		1 - Beginner	0%	0%	0%	<a href="#">Analyze</a> <a href="#">Select</a>
<input type="checkbox"/>	<a href="#">Elis, Noel</a>	Engineering Dept.	<a href="#">Parker, Bill</a>		5 - Expert	0%	0%	0%	<a href="#">Analyze</a> <a href="#">Select</a>
<input type="checkbox"/>	<a href="#">Sellers, Peter</a>	Microelectronics Div.	<a href="#">Turner, Vicky</a> ✓		1 - Beginner	0%	0%	0%	<a href="#">Analyze</a> <a href="#">Select</a>
<input type="checkbox"/>	<a href="#">Chase, Lorraine</a>	PMO - Computer Systems	<a href="#">Parker, Bill</a>		1 - Beginner	0%	0%	0%	<a href="#">Analyze</a> <a href="#">Select</a>
<input type="checkbox"/>	<a href="#">Woolstone, Nigel</a>	Microelectronics Div.	<a href="#">Turner, Vicky</a> ✓		2 -	0%	0%	0%	<a href="#">Analyze</a> <a href="#">Select</a>

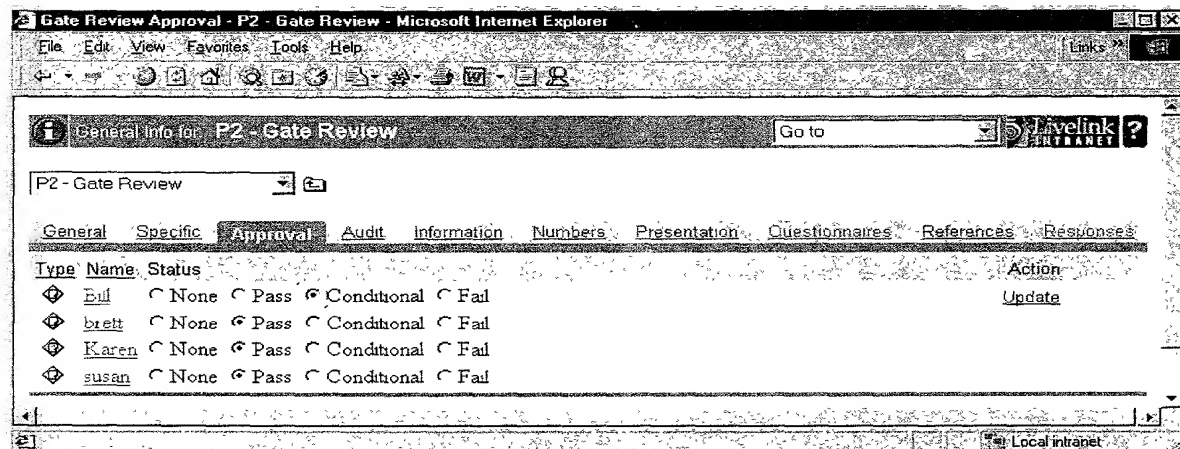
Cancel



**FIGURE 13. ROLES AND RESOURCES**

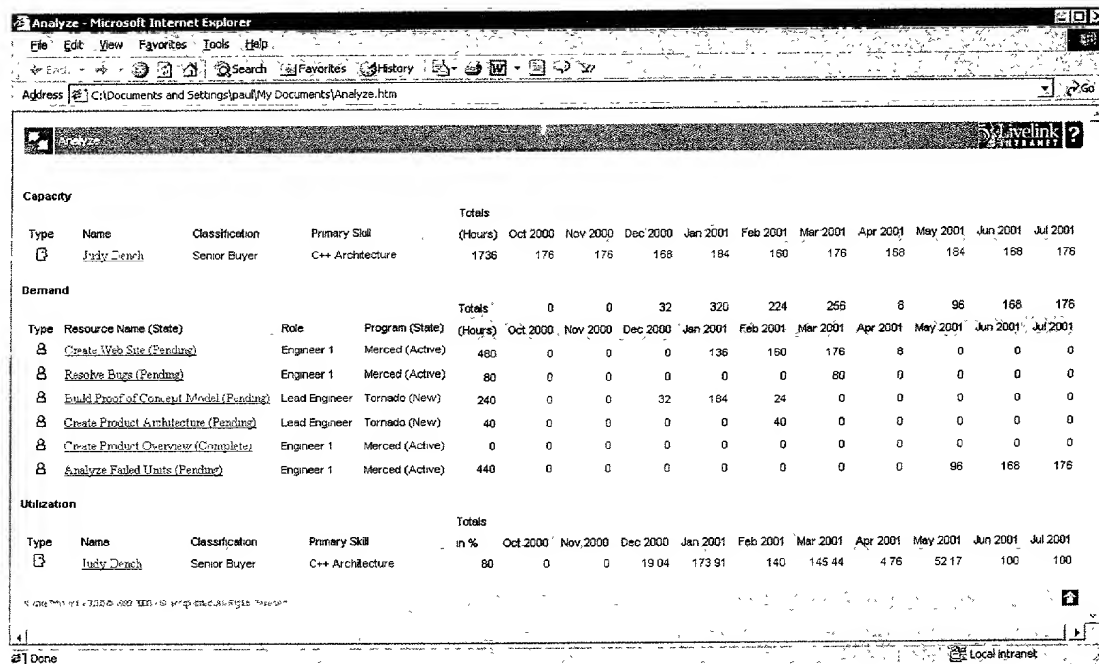


***FIGURE 14. ROLE ASSIGNMENT PROCESS***

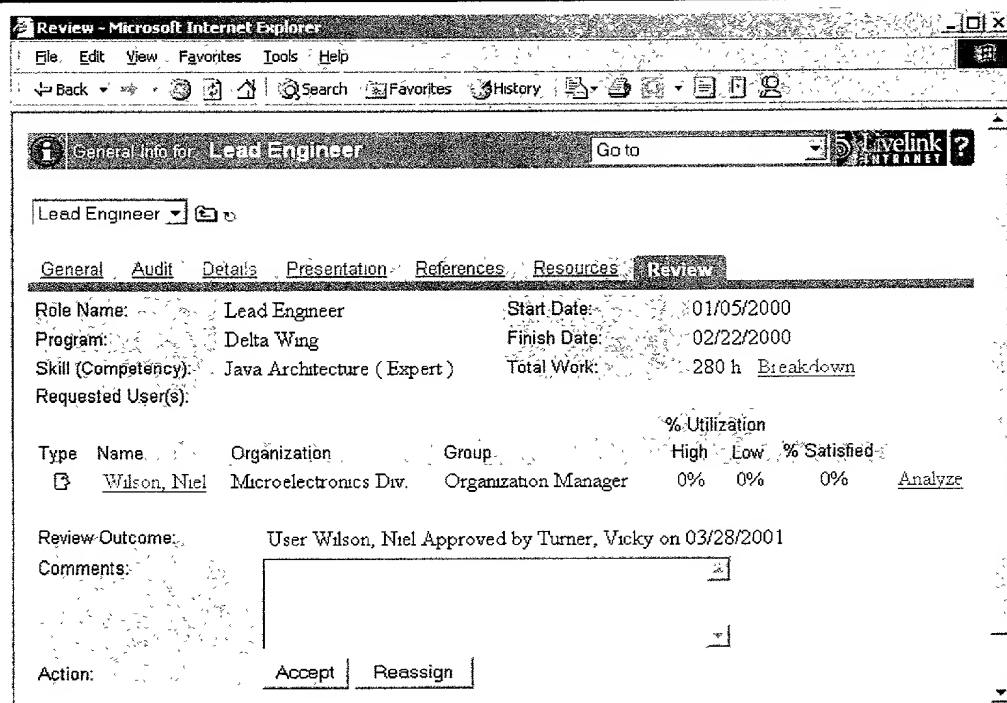


***FIGURE 19. GATE REVIEW APPROVAL SCREEN***

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***FIGURE 15. ANALYZING THE IMPACT OF A ROLE ASSIGNMENT***



**FIGURE 16. PROGRAM MANAGER'S ROLE REVIEW SCREEN**

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Responses For: **Questionnaire** Go to **5** **Levelink** **ENTRANCE** ?

Questionnaire 📄

General Audit Metrics Presentation References **Responses** Specific

Type	Name	Question	Response	Confidence
~	Clarity of Product Specifications	How well defined are the product specifications in terms of clarity of requirements?	5 = Very clear	40
~	Competitive Advantage	What type of competitive advantage exists for the product in the target market(s)?	5 = Long-term advantage	70
~	Degree of Competition	What is the level of competition in the product's target market (s)?	3 = Moderate competition	70
~	Established Customer Base	How well does the product leverage the company's existing customer base?	1 = No leverage	70
~	Established Sales and Distribution Channels	How well established are the sales and distribution channels for this type of product?	5 = Established channels	80
~	Experienced Marketing Organization	How experienced is the marketing organization with this type of product(s)?	5 = Very familiar	80
~	Fit with Product Portfolio	How well does the product fit with the company's current product portfolio?	1 = No Synergy	40
~	High Product Quality	How does the new product's quality compare to competing products?	5 = Superior Quality	60

**FIGURE 17. GATE REVIEW QUESTIONNAIRE**

**FIGURE 18. ENTERING METRIC VALUES**

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## LIFECYCLE/PROGRAM

Program Status - Microsoft Internet Explorer

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Overview

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Status

Participants

Program Outline

Create Query

Program Queries

Program Snapshots

Live Reports

Summary

Cost

Risk

Metrics



Phase	State	Start		Finish		Duration			Schedule				
		Forecast	Actual	Plan	Forecast	Actual	Plan	Forecast	Actual	Early (Late)	Percent Complete	Variance	Status
Summary		06/05/2000	06/05/2000	06/05/2000	02/20/2001	03/20/2001	187d	207d		(28d)	58.14%	1.107	
P1 - Business Justification	Complete	06/05/2000		06/05/2000	07/21/2000	07/21/2000	35d		35d	0d	100%	1	
P2 - Requirements Analysis	Complete	07/24/2000		07/24/2000	09/01/2000	10/19/2000	30d		64d	0d	100%	1	
P3 - Development	Active	07/24/2000	07/24/2000	07/24/2000	10/13/2000	11/10/2000	60d	80d		(28d)	77.77%	1.3333	
P4 - Verification	Planning	09/26/2000	10/24/2000		10/16/2000	11/13/2000	15d	15d		(28d)	N/A	1	
P5 - Launch	Pending	10/17/2000	11/14/2000		02/19/2001	03/19/2001	90d	90d		(28d)	N/A	1	
P6 - Retirement	Pending	02/20/2001	03/20/2001		02/20/2001	03/20/2001	1d	1d		(25d)	N/A	1	



## PHASE










General Info for: P3 - Development - Microsoft Internet Explorer

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Links Customize Links

Search for: P3 - Development Go to  Livelink 

P3-Development  

General Specific Audit Budget Cost Deliverables Gatekeepers Metrics Presentation References Relationships Risk Schedule													
Resource/Deliverable	Start			Finish			Duration			Schedule			
	Plan	Forecast	Actual	Plan	Forecast	Actual	Plan	Forecast	Actual	Early (Late)	Percent Complete	Variance	Status
Summary	07/24/2000	07/24/2000	07/24/2000	10/13/2000	11/10/2000		60d	80d		(28d)	77.77%	1.3333	
 <a href="#">p3d1 - Detailed Design Specs</a>	07/24/2000		07/24/2000	08/04/2000		08/04/2000	10d		10d	0d	100%	1	
 <a href="#">p3d2 - Architecture</a>	07/24/2000		07/24/2000	07/28/2000		07/28/2000	5d		5d	0d	100%	1	
 <a href="#">p3d3 - Product Design</a>	07/24/2000	07/24/2000	07/24/2000	10/13/2000	11/10/2000		60d	80d		(28d)	76.19%	1.3333	
 <a href="#">p3d4 - Test Plan</a>	07/24/2000		07/24/2000	08/11/2000		09/11/2000	15d		15d	0d	100%	1	

## DELIVERABLE

General Info for: p3d3 - Product Design - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Links Customize

General Info for: p3d3 - Product Design

p3d3 - Product Design

General Specific Approval Audit Cost Presentation References Relationships Resources Risk **Schedule** Workflow

Resource	Start			Finish			Duration		Schedule		Percent Complete	Variance	Status
	Plan	Forecast	Actual	Plan	Forecast	Actual	Plan	Forecast	Actual	Early (Late)			
Summary	07/24/2000	07/24/2000	07/24/2000	10/13/2000	11/10/2000		60d	80d		(20d)	78 19%	1 3333	
<a href="#">Create Database Server</a>	07/24/2000	07/24/2000	07/24/2000	10/13/2000	11/10/2000		60d	80d		(20d)	37 5%		
<a href="#">Create Database Server</a>	07/24/2000		07/24/2000	10/13/2000		10/13/2000	60d		60d	0d	100%		
<a href="#">Create Test Plan</a>	07/24/2000		07/24/2000	10/13/2000		10/13/2000	60d		60d	0d	100%		
<a href="#">Create Web Site</a>	07/24/2000		07/24/2000	10/13/2000		10/13/2000	60d		60d	0d	100%		

**FIGURE 20. SCHEDULE REPORTS**

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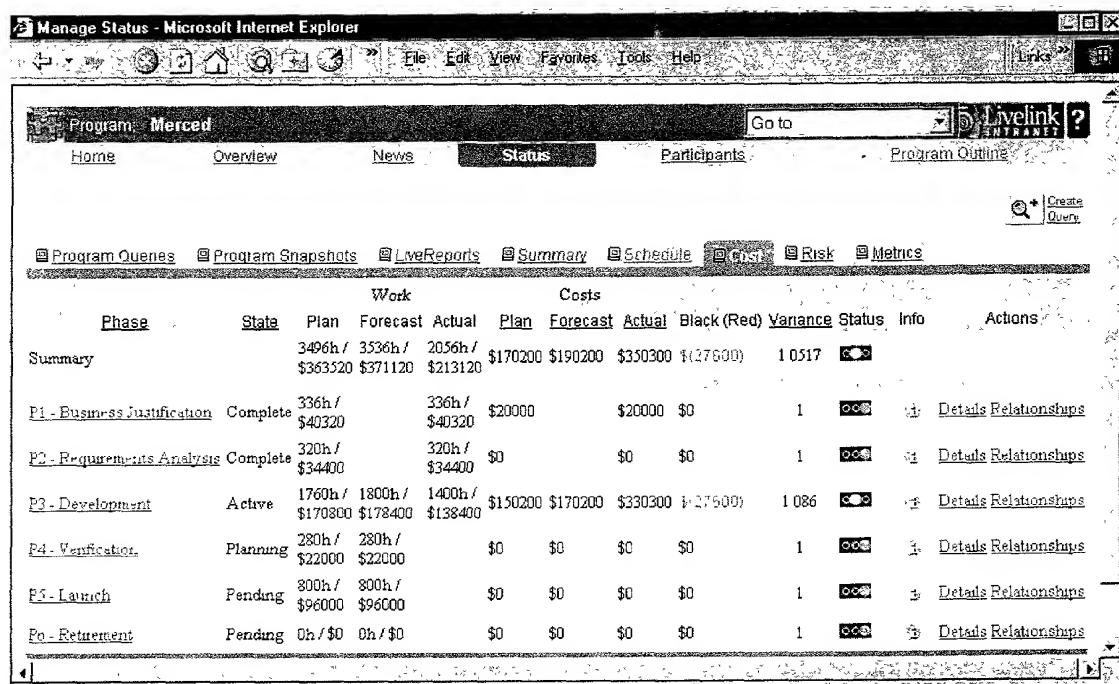


FIGURE 21. PROGRAM COST REPORT

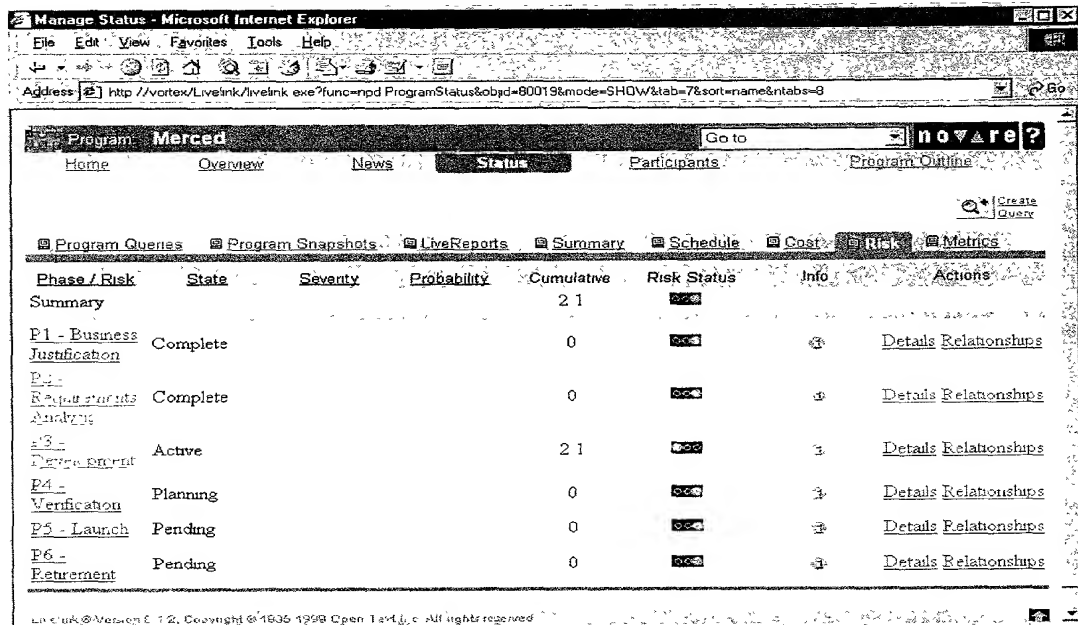
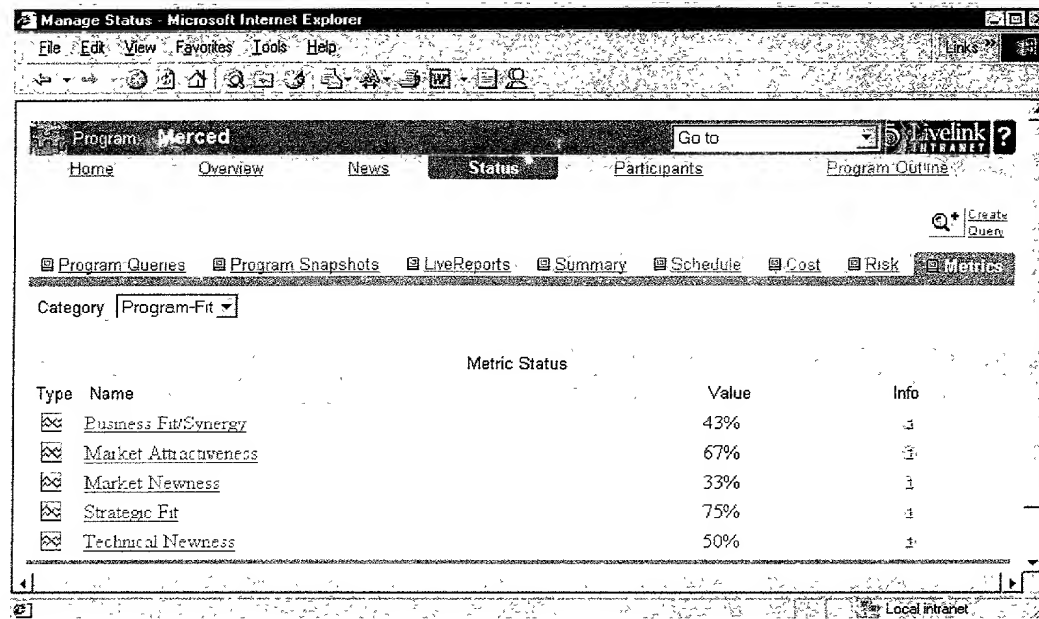
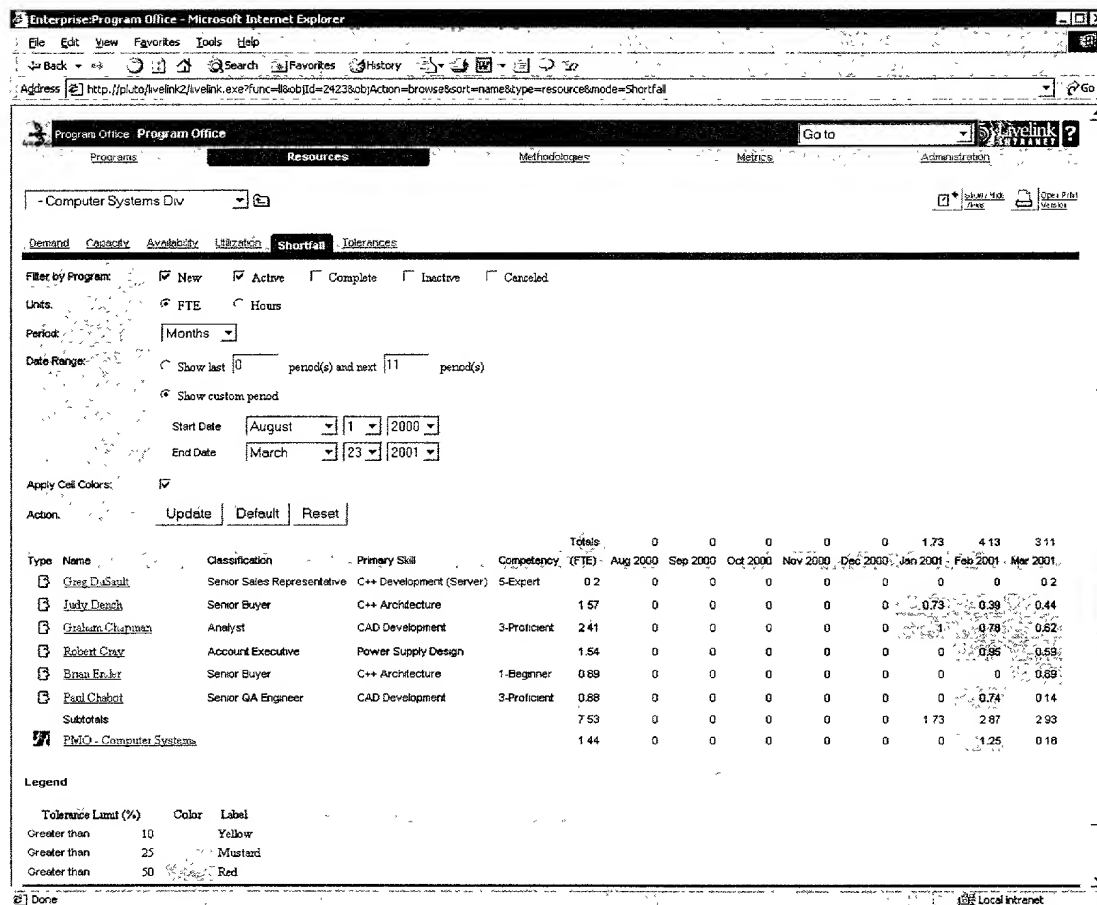


FIGURE 22. PROGRAM RISK REPORT

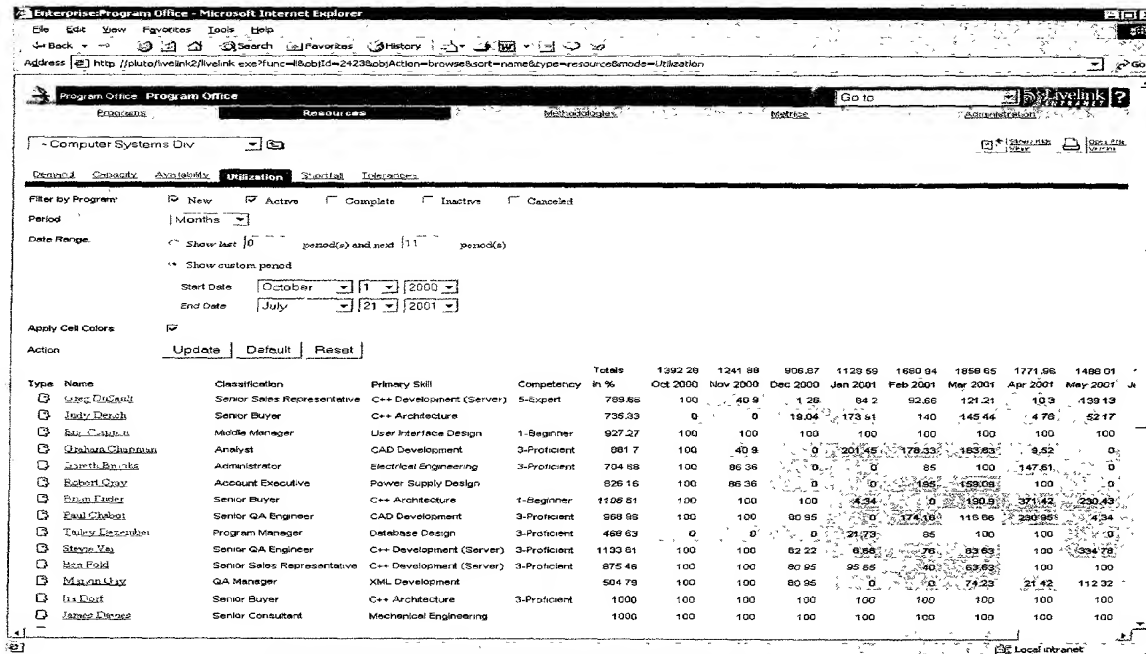


**FIGURE 23. PROGRAM METRICS REPORT**

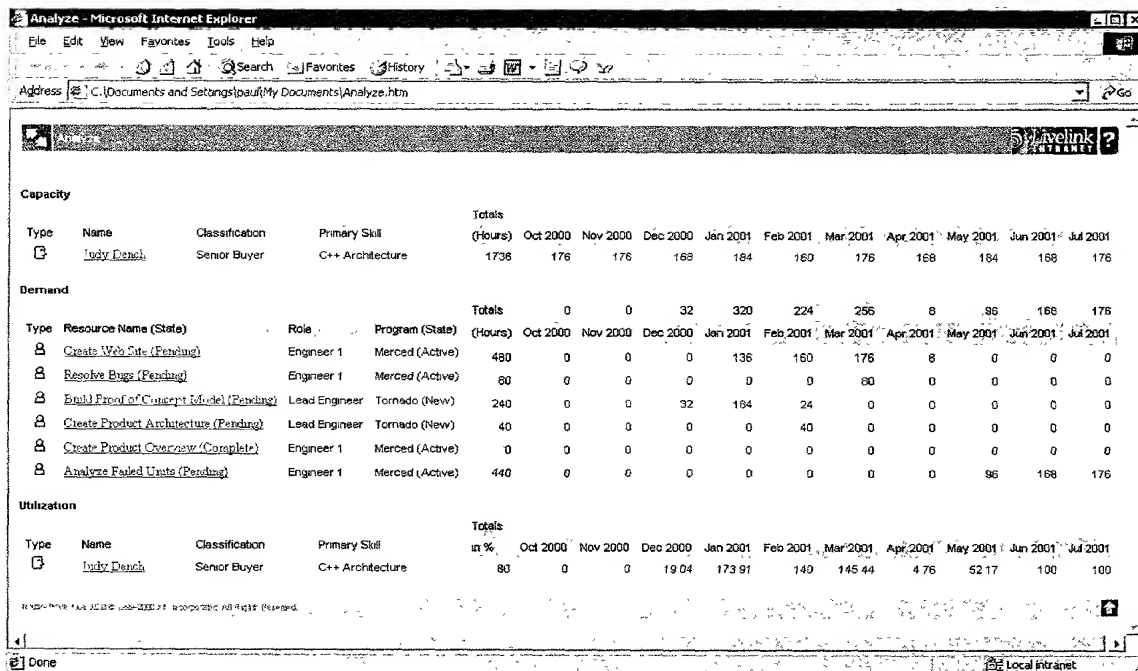


**FIGURE 24. SKILL SHORTFALL REPORT**

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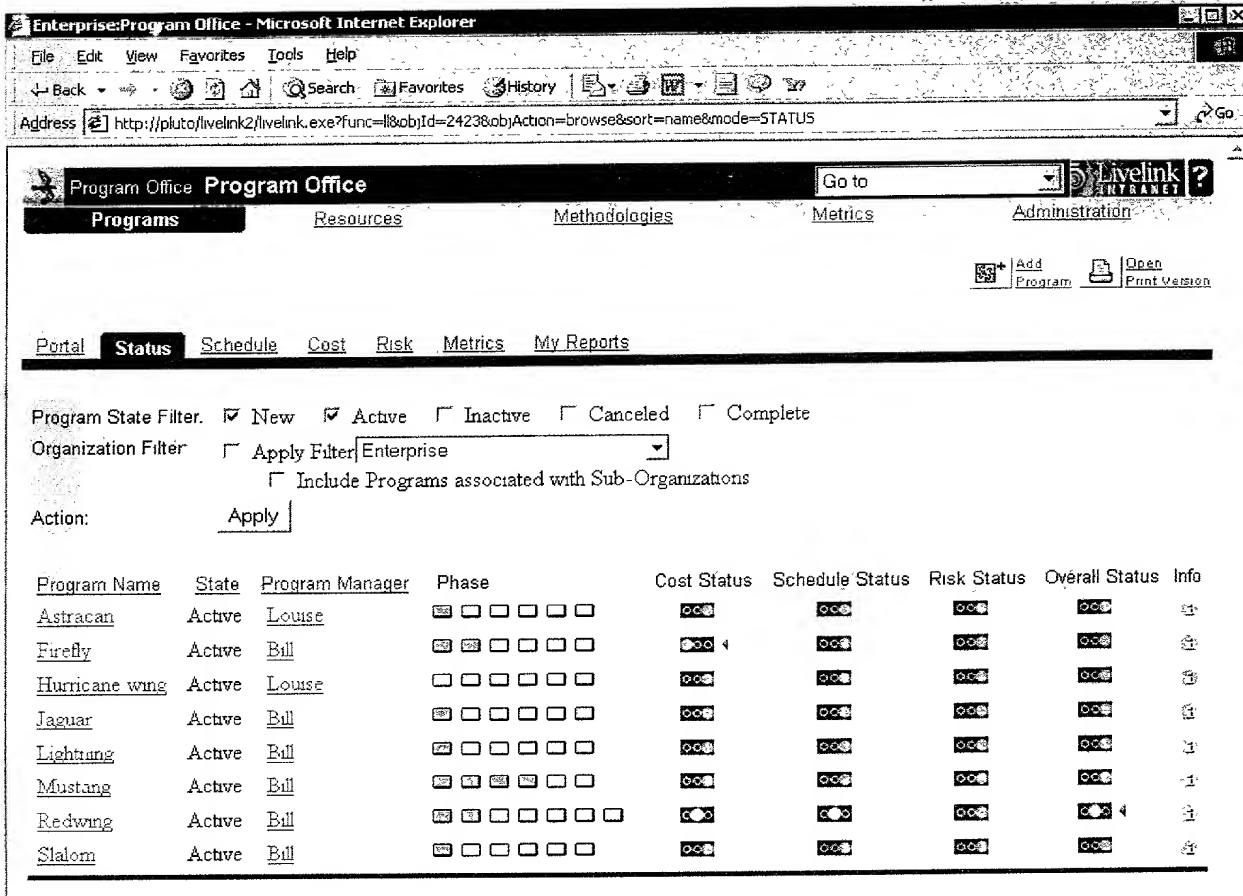
**FIGURE 25. ORGANIZATION UTILIZATION REPORTS**



**FIGURE 26. RESOURCE UTILIZATION ANALYSIS**



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**FIGURE 27. PORTFOLIO DASHBOARD SHOWING PROGRAM STATUS**

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Gate Review Information: P1 - Gate Review - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Search Favorites History

General Information: P1 - Gate Review Go to **nowhere?**

P1 - Gate Review

General Specific Approval Audit **Information** Numbers Presentation Questionnaires References Responses

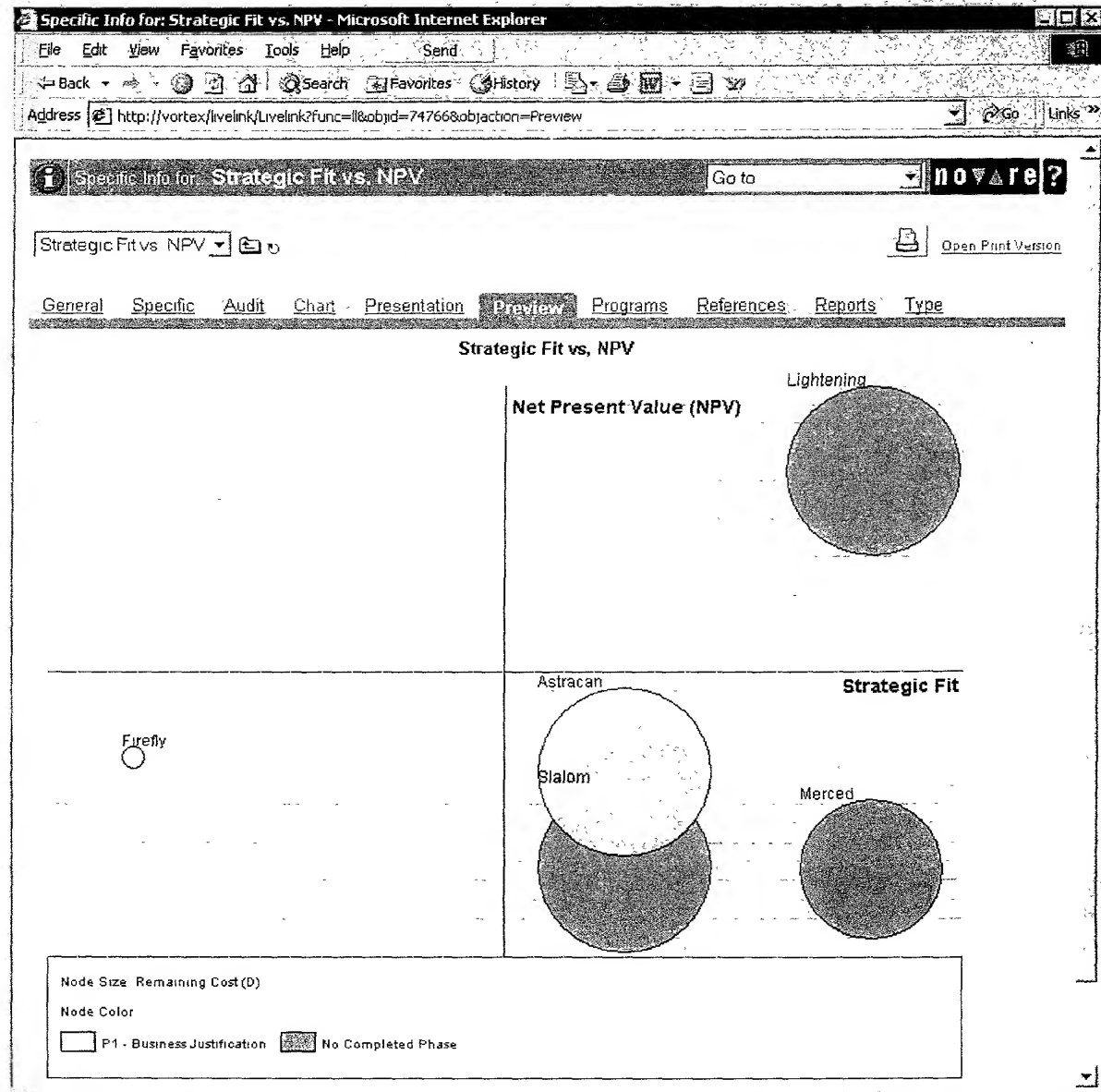
Type	Name	Deliverable Status	Percent Complete	Finish Date
<input type="checkbox"/>	p1d3 - Business Plan	Required	100	03/17/2000
<input type="checkbox"/>	p1d3 - Proof of Concept	Optional	100	04/28/2000

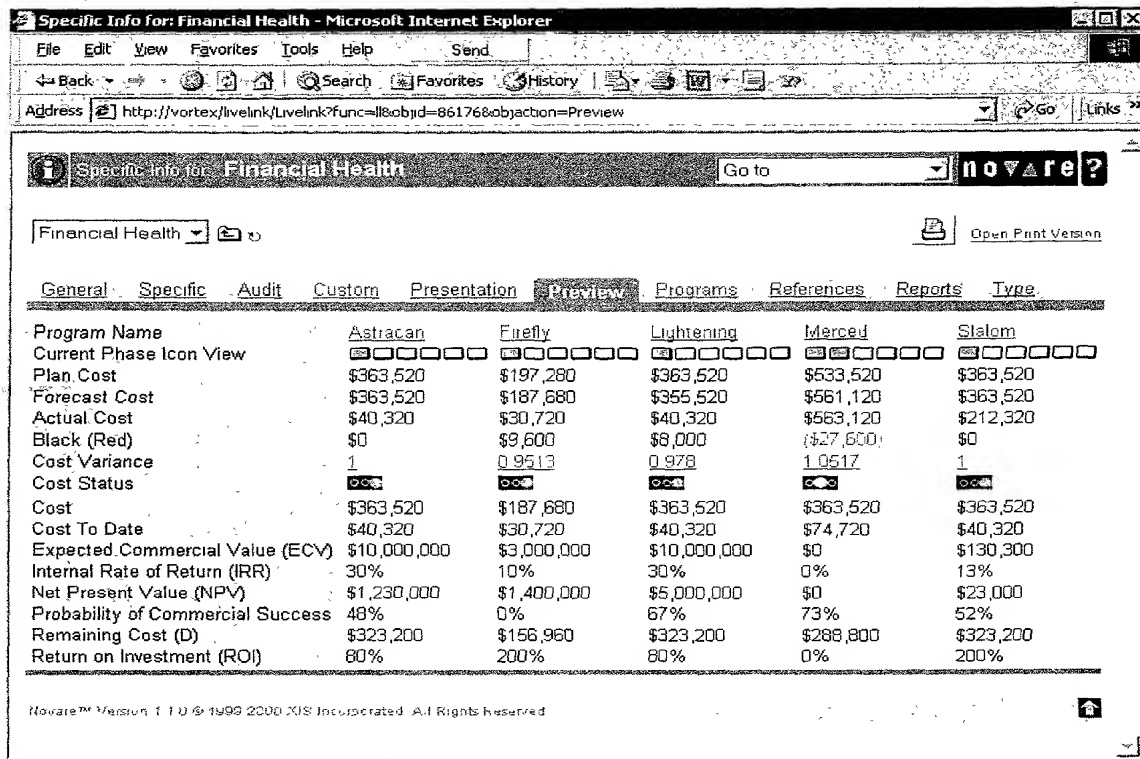
Type	Name	Metric Status	Value	Info
<input checked="" type="checkbox"/>	Business Fit/Synergy		68%	1
<input checked="" type="checkbox"/>	Commercial Risk		38%	1
<input checked="" type="checkbox"/>	Cost		\$363,520	1
<input checked="" type="checkbox"/>	Cost To Date		\$40,320	1
<input checked="" type="checkbox"/>	Current Date		03/29/2001	1
<input checked="" type="checkbox"/>	ECV/D Ratio		18.41	1
<input checked="" type="checkbox"/>	Expected Commercial Value (ECV)		\$5,950,000	1
<input checked="" type="checkbox"/>	Forecast Finish		11/28/2000	1
<input checked="" type="checkbox"/>	Internal Rate of Return (IRR)		20%	1
<input checked="" type="checkbox"/>	Market Attractiveness		58%	1
<input checked="" type="checkbox"/>	Market Newness		50%	1
<input checked="" type="checkbox"/>	Net Present Value (NPV)		\$1,246,300	1
<input checked="" type="checkbox"/>	NPV/D Ratio		3.86	1
<input checked="" type="checkbox"/>	Overall Probability of Success		46.5%	1
<input checked="" type="checkbox"/>	Overall Risk		53.5%	1

**FIGURE 28. GATE REVIEW ATTRACTIVENESS METRICS INFORMATION SUMMARY**

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**FIGURE 29. BUBBLE CHART REPORT**

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**FIGURE 30. – CUSTOM FINANCIAL HEALTH REPORT**

Add Lifecycle - Internet Explorer provided by @Home Network - Version 1.7

Name: Rapid Application Development

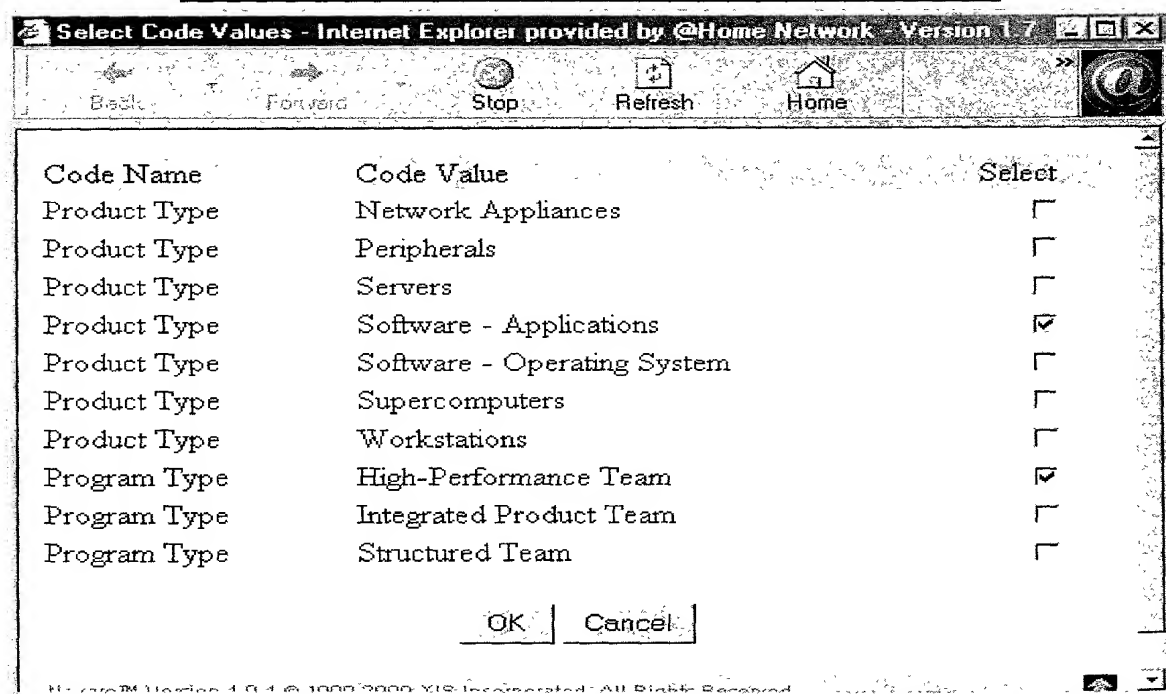
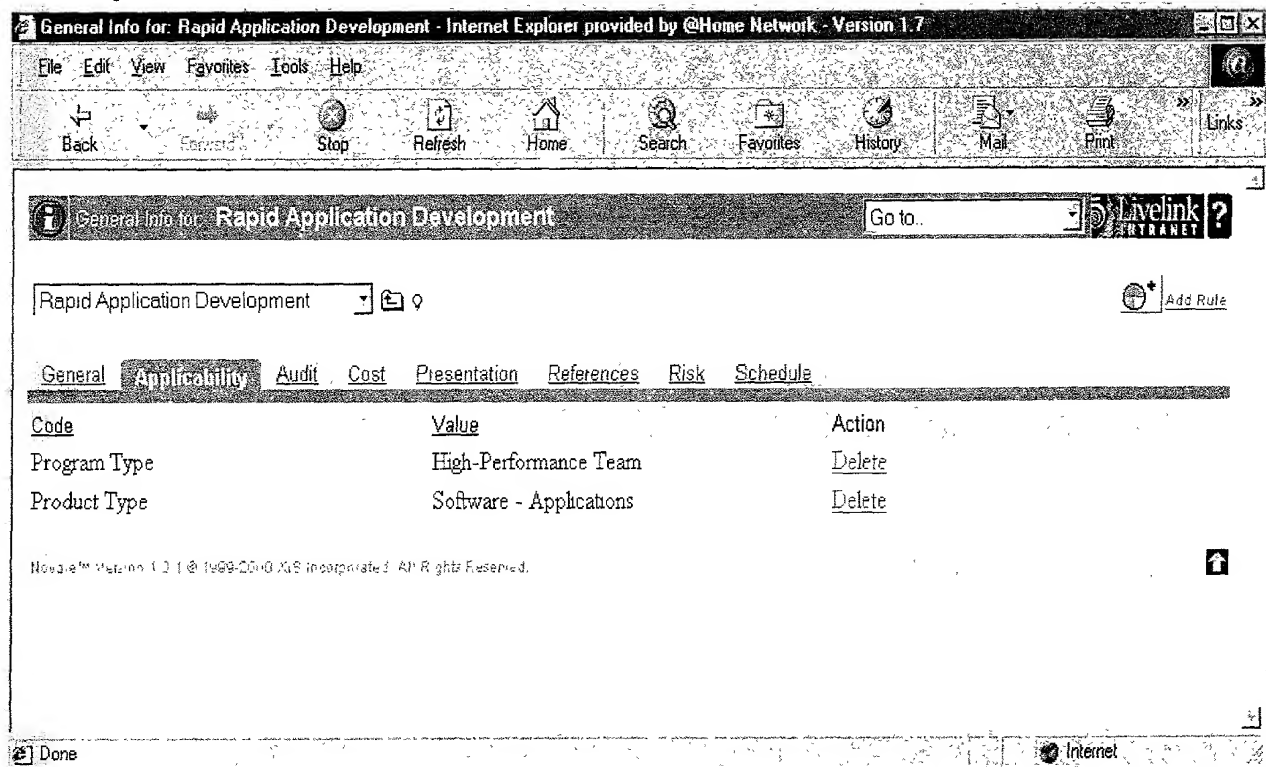
Description: The Rapid Application Development (RAD) Lifecycle enables Program Teams to achieve fast time-to-market without compromising quality.

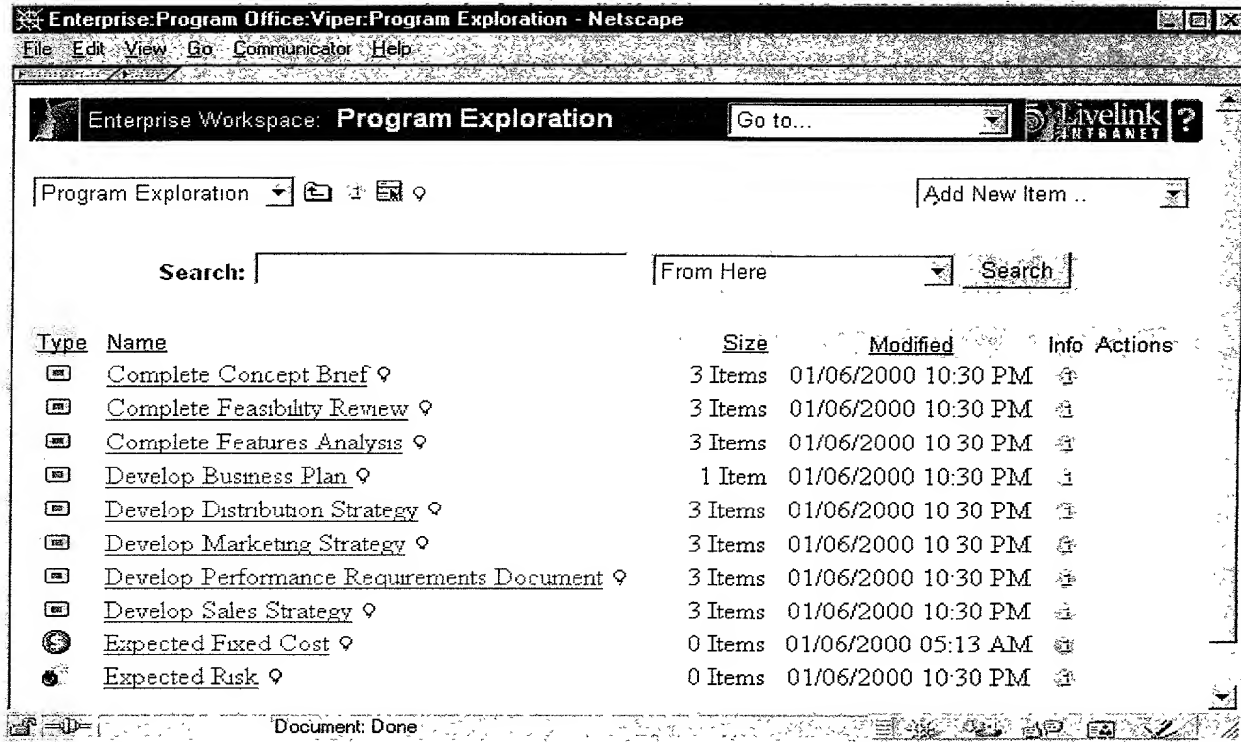
Create In: e-business Application Development

Action: Add Item Reset

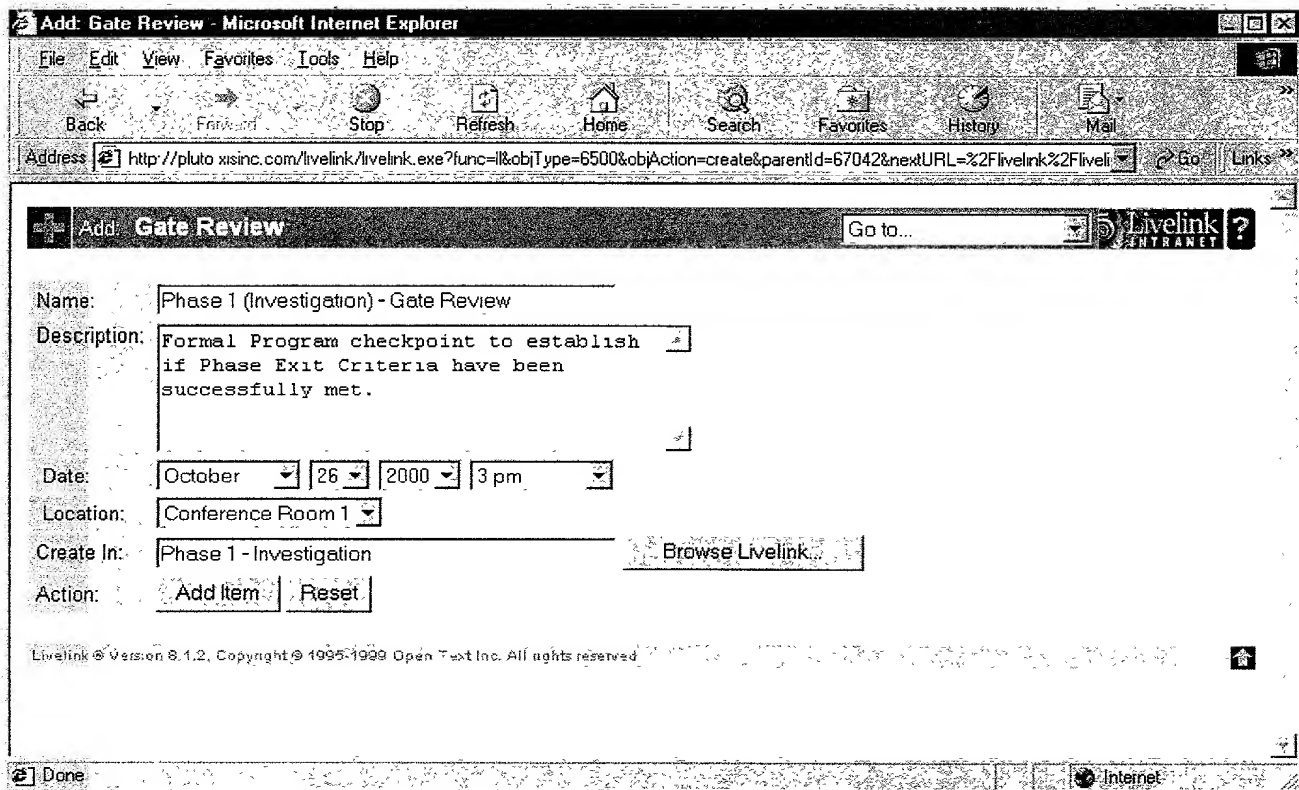
Novare™ Version 1.0 © 1999-2000 XIS Incorporated. All Rights Reserved

**FIGURE 31. ADDING A NEW LIFECYCLE**



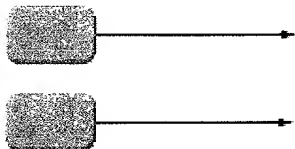


**FIGURE 33. - PHASE CONTENTS**

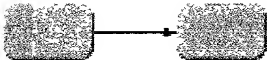


**FIGURE 34. – CREATING A GATE REVIEW**

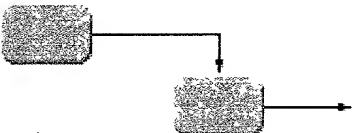
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**None** - No defined relationships. Can occur in parallel.



**Finish to Start** - Must be completed before the next can start.



**Finish to Finish** - Must be completed before the next can finish.

**FIGURE 35. - RELATIONSHIPS FOR PHASES/DELIVERABLES**

Type	Phase	Relationship	Required	Info
<input type="checkbox"/>	Design & Development	None	<input type="checkbox"/>	
<input type="checkbox"/>	Planning & Requirements Definition	None	<input type="checkbox"/>	
<input type="checkbox"/>	Program Exploration	None	<input type="checkbox"/>	
<input type="checkbox"/>	Program Initiation	None	<input type="checkbox"/>	
<input type="checkbox"/>	Requirements Analysis	None	<input type="checkbox"/>	
<input type="checkbox"/>	Verification & Production Planning	None	<input type="checkbox"/>	
<input type="checkbox"/>	Verification & Validation	Phase required to be finished before this Phase can start	<input checked="" type="checkbox"/>	

**FIGURE 36. - DEFINING PHASE RELATIONSHIPS**





General Info for Approve Detailed Design - Netscape

File Edit View Go Communicator Help

General Info for Approve Detailed Design

Go to...

Approve Detailed Design

General Specific Audit Cost Presentation References Relationships Risk Schedule Workflow

Type	Deliverable	Relationship	Required	Info
<input type="checkbox"/>	<u>Complete Component and Subsystem Test Reports</u>	Deliverable required to be finished before this Deliverable can start	<input checked="" type="checkbox"/>	1
<input type="checkbox"/>	<u>Complete Design Rules and Tools</u>	Deliverable required to be finished before this Deliverable can start	<input checked="" type="checkbox"/>	1
<input type="checkbox"/>	<u>Define Design Configuration Tree</u>	Deliverable required to be finished before this Deliverable can start	<input checked="" type="checkbox"/>	1
<input type="checkbox"/>	<u>Develop Constraints Specification</u>	Deliverable required to be finished before this Deliverable can start	<input checked="" type="checkbox"/>	1
<input type="checkbox"/>	<u>Develop Subsystem Interface Specifications</u>	Deliverable required to be finished before this Deliverable can start	<input checked="" type="checkbox"/>	1
<input type="checkbox"/>	<u>Perform Detailed Design</u>	Deliverable required to be finished before this Deliverable can start	<input checked="" type="checkbox"/>	1
<input type="checkbox"/>	<u>Verify Components and Subsystems</u>	Deliverable required to be finished before this Deliverable can start	<input checked="" type="checkbox"/>	1

Document: Done

The screenshot shows a web browser window titled "Add: Role - Microsoft Internet Explorer". The address bar displays the URL: <http://pluto/livelink2/livelink.exe?func=ll&objType=5064&objAction=create&parentId=8551&n>. The browser's menu bar includes File, Edit, View, Favorites, Tools, and Help. The toolbar contains Back, Forward, Stop, Home, Search, Favorites, History, and Print buttons. The main content area displays the "Add Role" form, which is part of the "Livelink INTRANET" application. The form has a header bar with a plus icon, the text "Add Role", a "Go to" dropdown menu, and the "Livelink INTRANET" logo. The form fields are as follows: "Name:" with the value "New Role"; "Role Skill:" with the value "C++ Development (UI)" and a "Select Skill" link; "Role Competency:" with a dropdown menu showing "1 - Beginner"; "Resource Classification:" with the value "Engineering Manager" and a "Select Resource Classification" link; "Default Rate (\$/hr):" with the value "0"; and "Description:" with a large text area. At the bottom of the form, there is an "Action:" label and two buttons: "Add Item" and "Reset". The footer of the browser window shows "Novare™ Version 3.0.0 © 1999-2000 XIS Incorporated. All Rights Reserved." and a home button icon.

Microsoft Internet Explorer

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Address <http://pluto/livelink2/livelink.exe?func=ll&objType=5064&objAction=create&parentId=8551&n> Go

**Add Role** Go to Livelink INTRANET ?

Name: New Role

Role Skill: C++ Development (UI) [Select Skill](#)

Role Competency: 1 - Beginner

Resource Classification: Engineering Manager [Select Resource Classification](#)

Default Rate (\$/hr): 0

Description:

Action: **Add Item** Reset

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**FIGURE 41. CREATING A NEW ROLE**

Address: http://pluto.xisinc.com/livelink/livelink.exe

**Add Resource**

Name: Market Analysis

Role: Market Analyst [Select Role](#)

Work: 5 Day(s)

Duration: 10 Day(s)

Start: November 2, 2000

Finish: November 15, 2000

Description: Perform market analysis to determine the market feasibility of the new product.

Create In: Phase 1 - Investigation

Action: [Add Item](#) [Reset](#)

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**FIGURE 42. CREATING A NEW RESOURCE**

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Microsoft Internet Explorer window titled "Add: Risk". The address bar shows: <http://pluto.xisinc.com/livelink/livelink.exe?func=ll&objType=3070&objAction=create&parentId=66896&nextURL=>

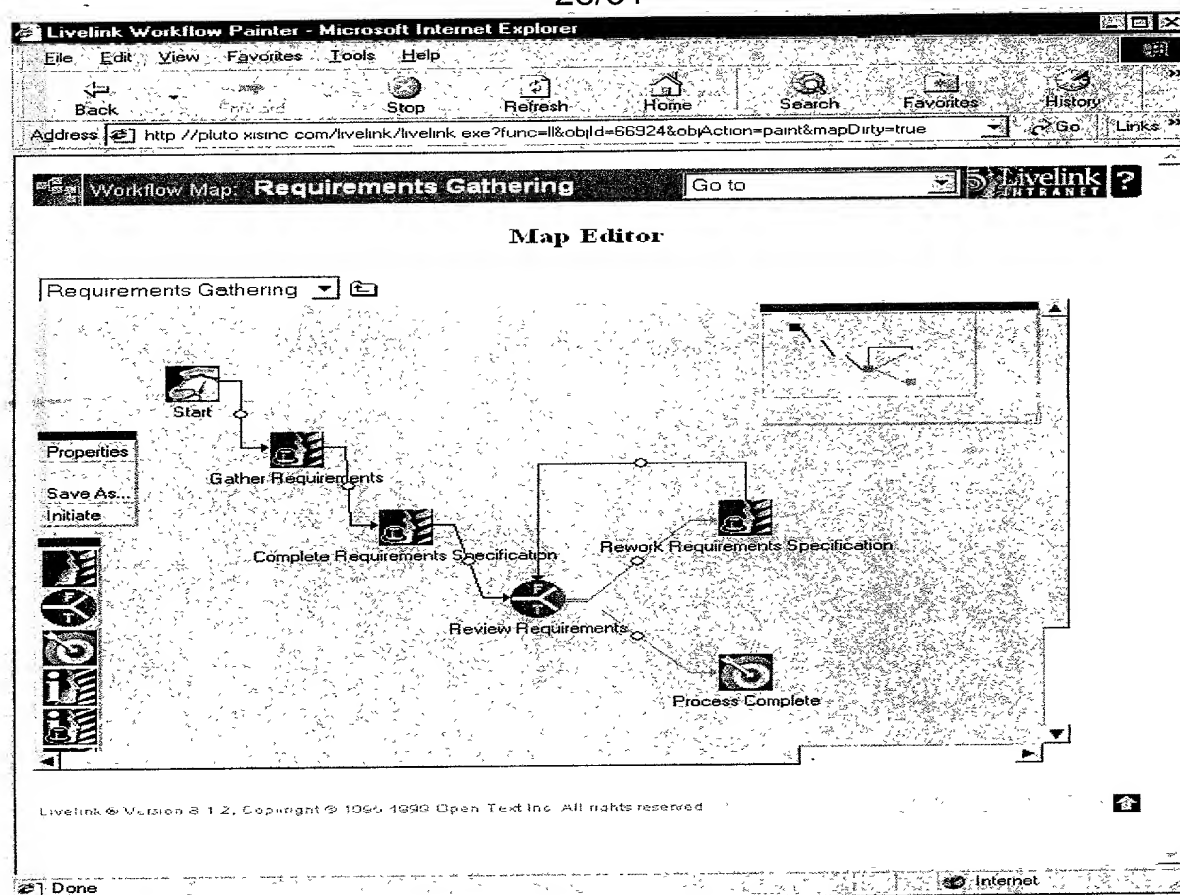
The form contains the following fields and controls:

- Name:** Competitive Product Announcement
- Description:** Competitor makes a premature product announcement ahead of product launch.
- Responsible Role:** Market Analyst (with a "select Role" link)
- Type:** Market (dropdown menu)
- Category:** Other (dropdown menu)
- Probability:** 80% (dropdown menu)
- Severity:** 8 (dropdown menu)
- Update:** (empty text field)
- Create In:** Market Analysis (with a "Browse Livelink..." link)
- Action:** Add Item (button) and Reset (button)

The status bar at the bottom indicates "Internet".

**FIGURE 43. CREATING A NEW RISK**

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***FIGURE 44. – ROLES-BASED WORKFLOW***

The screenshot shows a Netscape browser window titled "Enterprise:Program Office - Netscape". The address bar displays "http://www.entrax.net/". The browser window contains the "Program Office" application interface, which includes a navigation bar with links like "Portfolio", "Methodologies", "Metrics", "Codes", and "Tolerances". Below this is a search bar with a "Search" button and a "From Here" dropdown. The main content area displays a table with columns for "Type", "Name", "Size", "Modified", and "Info Actions". The table lists various project items, including "100", "Actual Start", "Business Fit/Synergy", "Clarity of Product Specifications", "Commercial Risk", "Competitive Advantage", "Cost", "Cost To Date", "Current Date", "Degree of Competition", and "ECV/D Ratio". Each item has a "Size" of "0 Items" and a "Modified" date of "01/06/2000".

Type	Name	Size	Modified	Info Actions
<input checked="" type="checkbox"/>	<a href="#">100</a>	0 Items	01/06/2000 01:33 AM	
<input checked="" type="checkbox"/>	<a href="#">Actual Start</a>	0 Items	01/06/2000 01:33 AM	
<input checked="" type="checkbox"/>	<a href="#">Business Fit/Synergy</a>	0 Items	01/06/2000 01:33 AM	
<input checked="" type="checkbox"/>	<a href="#">Clarity of Product Specifications</a>	5 Items	01/06/2000 01:32 AM	
<input checked="" type="checkbox"/>	<a href="#">Commercial Risk</a>	0 Items	01/06/2000 01:33 AM	
<input checked="" type="checkbox"/>	<a href="#">Competitive Advantage</a>	5 Items	01/06/2000 01:32 AM	
<input checked="" type="checkbox"/>	<a href="#">Cost</a>	0 Items	01/06/2000 01:33 AM	
<input checked="" type="checkbox"/>	<a href="#">Cost To Date</a>	0 Items	01/06/2000 01:33 AM	
<input checked="" type="checkbox"/>	<a href="#">Current Date</a>	0 Items	01/06/2000 01:33 AM	
<input checked="" type="checkbox"/>	<a href="#">Degree of Competition</a>	5 Items	01/06/2000 01:32 AM	
<input checked="" type="checkbox"/>	<a href="#">ECV/D Ratio</a>	0 Items	01/06/2000 01:33 AM	

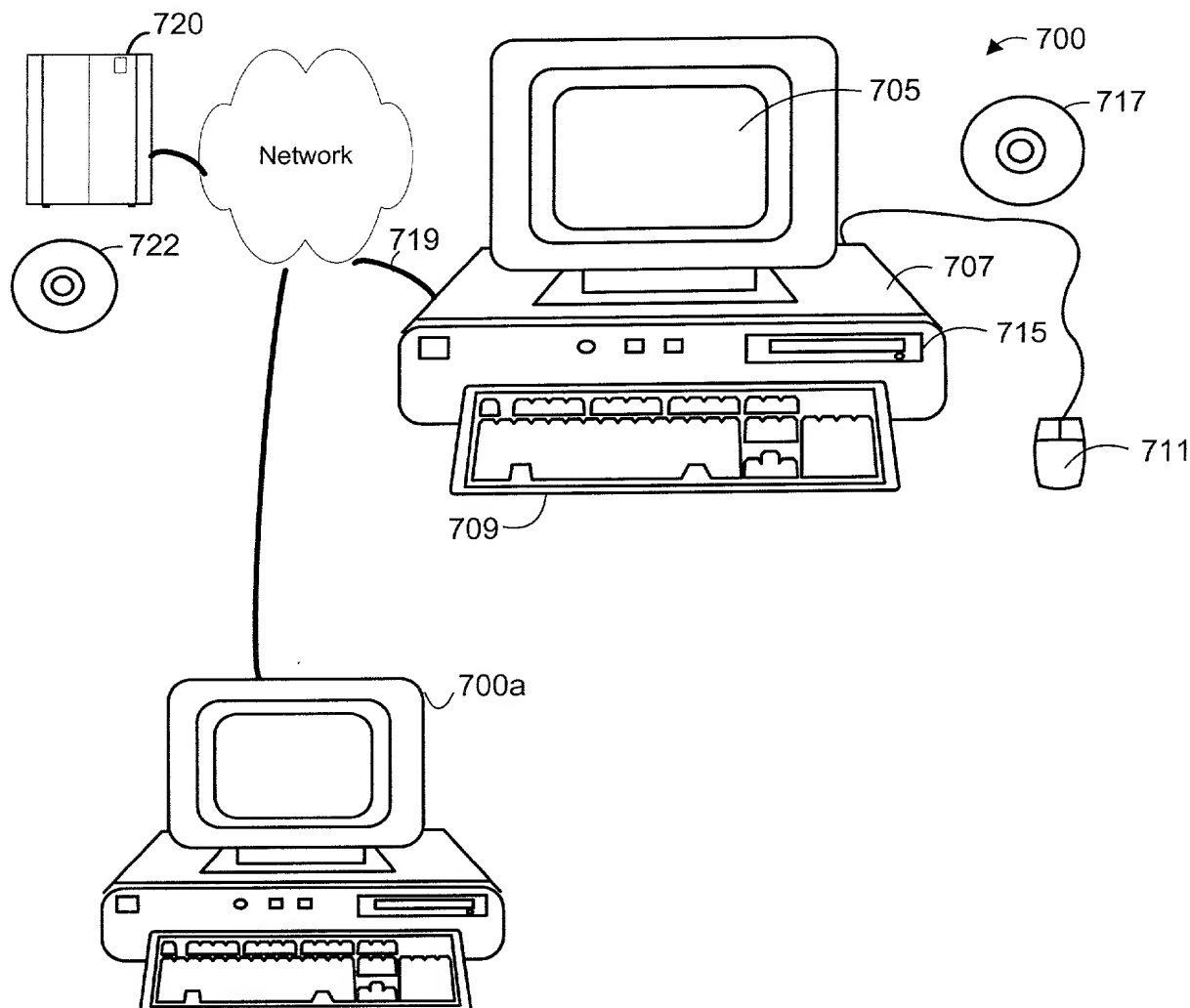
**FIGURE 45. PROGRAM OFFICE METRICS LIBRARY**

**FIGURE 46. DEFINING THE METRIC TYPE**

**FIGURE 47. CREATING A NEW FACTOR**



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**FIGURE 50.**